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Project Management

A highly organized, strategic, creative and articulate project manager and consultant with expertise in general management, marketing, administration, strategic planning, scheduling, and online/onsite education. Experience encompasses more than 20 years of increasingly responsible project management experiences resulting in a key member of the team. Able to analyze alternatives, provide creative solutions, motivate staff to action, express ideas clearly, and provide profitable results.

KEY SKILL SUMMARY

Project Management and IT Operations

- Project Management Professional (PMP$^®$ Certified)
- CompTIA Project+$^®$ Certified Project Manager
- Certified Quality Manager (ASQ$^®$ Certified)
- Certified Software Quality Engineer (ASQ$^®$ Certified)
- Project Planner and Scheduler
- Team Facilitator and Mentor
- Software Systems Development Experience
- Motorola MOS-11 wafer fab Program Controller
- Instructor for Austin PMI Chapter PMP Exam Prep

- SEI CMMI Assessor Team Member
- Lead Instructor for Software Project Management Certificate Program, College of Engr., Univ. of Texas
- Lead Instructor for Project Management Certificate Program, Professional Development Center, Univ. of Texas at Austin
- Adjunct Prof for Univ. of Dallas Internet MBA
- Lead Instructor for Austin Community College IT Project Management Certificate Program
- Performance Examiner for Texas Quality Award
- ITIL$^®$ Foundations Certified IT Service Operations

General Management

- Software Engineering Management
- Business/Operation Management
- Profit/Loss Center Operations Management
- Work Schedule Development and Assessment
- Computer Systems Development Management

- Quality Systems Deployment
- Human Resource Development
- Team Building and Mentoring
- Policy & Procedure Analysis & Development
- Public speaking

Technical Skills & Tools

- Program/Project Registers; PMO tools
- Livelink [Open Text Corp Collaboration Server]
- SharePoint [Microsoft] WebEx, Slack, Skype, others
- Scheduling tools: MS Project, Project Workbench, Primavera P3, TeamPlay, ProChain, Barbecana, Smartsheet, Basecamp, others
- Web publishing tools: DreamWeaver, FrontPage, others
- Config. Mgmt. tools: PVCS, SCCS, Harvest, CVS
- Client/Server & Software-as-Service (SaaS) architecture

- Networking [WAN, LAN, 802.x, 1394, TCP/IP]
- HTML, JavaScript, SQL
- MS Office tools: Word, Excel, PPT, Visio, Access
- OS Development & Support: Windows, Mac, Unix
- Business and S/W Development Process Mapping
- SEI CMMI, Agile, Lean
- Organizational assessments (Project Management, PMO, Process & Operations Management, & more)

PROFESSIONAL EXPERIENCE

Project Management Systems (private consultancy, mostly part-time, often concurrent with full-time employment below)
    Consultant   1991 – Present
Consulted with a range of clients on project and program management issues, including schedule development, coaching, implementation planning, software process modifications, and tool installations. Engagements have included:

University of Texas IV&V Assessment of the TXCSES 2.0 (T2) Initiative at the Office of the Attorney General for Texas. Part of a select team of assessors to perform independent verification and validation of the software engineering and project management practices at the Office of the Attorney General for the State of Texas, twice per year 2011-2016, with extended tasks. Contributor of over a dozen findings related to project schedule and management. Primary contributor on a special task to evaluate the contractor's revised joint work plan (5,570 items, spanning 3 years, using 1.2M staff hours).

U.Texas Enterprise Information Systems. Built and delivered a 4-day intensive Boot Camp course onsite in Software Project Management for 35 developers maintaining UT's major internal web systems.

U.Texas Professional Development Center. Lead instructor for the onsite Project Management Certificate Program at University of Texas' Professional Development Center 2003-2009. As lead, organized the curriculum, recruited and mentored instructors, and taught evening classes each semester. Also consulted on several UT custom training and consulting proposals for local industry.

Austin Community College. Lead instructor for the onsite and online Project Management Certificate Program at ACC's High Technology Institute since 2003. Organized the curriculum for the 16 session **BMGT1009 IT Project Management** and **HITT 2026 Healthcare Implementation Project Management** courses, recruited and mentored instructors, and taught evening onsite classes each term. Created and taught an 8-week online version of BMGT1009 using ACC's BlackBoard courseware tool. Created and taught a 2-day introductory course **BMGT 1021 Introduction to Managing Projects**. Created a 1-day workshop for **Biotech Project Management**.

Texas Dept of Human Services. As a contractor, designed and helped execute a major Software Configuration Management System implementation plan onsite for this large state agency with 11 different programming environments, involving significant cultural change, and training. Specifically:
1. Assisted TDHS MIS management's software tool selection process with project detail, methods, criteria, actions, & ROI information.
2. Prepared a detailed implementation Plan from IEEE standards for the multi-year Millennium Project.
3. Prepared a complete Risk Management plan with major risks & impacts to the Millenium project's success.
4. Prepared a Cultural Change Plan for TDHS's implementation of SCM for 400 developers over the next several years.
5. Prepared & taught several User Training classes (materials, exercises, etc), and a Supplemental Training class for Administrator's.
6. Coached individual managers and users on implementing the selected configuration management system (Platinum Harvest).
7. Coached the agency's project leader on project management and leadership techniques.

Skipstone, Inc. Helped an Austin Technology Incubator start-up company design & development processes for building IEEE 1394 (FireWire) products and services until they were successfully acquired as the Firewire Division of Adaptec.

University of Texas College of Engineering, Software Quality Institute. Principle instructor and curriculum director of the 48-week onsite Software Project Management certificate Program. Designed and taught course since 1993. Recruited other experts to teach portions of the classes. Program has over 300 graduates in the Austin and San Antonio area. Converted the Software Project Management Certificate Program curriculum to a 34-week online education version offered through University of Texas' Prometheus courseware tool. Converted course to BlackBoard courseware tool. Online education course has been used to certify over 150 students from the Austin, TX area, plus 50 professionals of Schlumberger Corporation worldwide. Developed and taught a one-day public seminar "Basic Accounting for Software Project Managers" at the University of Texas-Austin covering the essentials of accounting and financial management necessary for software project control in a large corporation.

University of Dallas Graduate School of Business. As an invited adjunct professor, designed and taught MGT7389 Technical and Project Management (renamed OPER7370) course as one of five pilot courses for their online MBA program in 1999 through their eCollege (Pearson Learning Studio) internet-based online education courseware tool. Course was used as a model for the faculty to install other courses on the eCollege courseware. Designed and taught MGT6389 (renamed OPER6370) Foundations of Project Management online course (later shortened to Project Management) in 2000. Rebuilt OPER7379 Quality and Financial Project Management online course in 2010 and 2011.

3M Corporation: Designed and delivered a repetitive 2-day intensive onsite workshop seminar "Project Management for Engineers" at 3M's Austin Center. Trained 40 engineers in fundamentals of project initiation, planning, execution, control, and closing.

Quality Texas. Performed quality system audits. Served two years as an onsite examiner at the city and state levels for organizations seeking the Malcolm Baldrige Award for Performance Excellence. Evaluated candidates' business against the MBNQA criteria, resulting in a score and feedback report identifying areas for improvement for the submitting organization.

Full-Time Employment

Cooper Consulting
    Project Management Practice Leader   2009 – 2011
Leader of Cooper Consulting's project management practice, to include all offerings in Cooper's *Fast*SERVICES portfolio. Customers engaged have included Ansaldo-STS (Pittsburgh, PA), HealthVoice (Round Rock, TX), Texas Department of Information Resources (DIR – Austin, TX), Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE - Austin, TX), Texas Dept. of Rural Affairs (TDRA - Austin, TX), Texas Higher Education Coordinating Board (THECB – Austin, TX), and the Office of the Attorney General for Texas (OAG – Austin, TX). Developed and delivered for the Texas Dept. of Information Resources (DIR) a number of half-day seminars created for Cooper's *Fast*EDUCATION portfolio including "How to Write a Good Statement of Work", "Software Requirements Management", "Stakeholder Management", & "Introduction to Process Mapping Using MS Visio™".

Project Manager, Voter Registration & Election Mgmt System for Texas Secretary of State   2004 – 2008
Organized and managed a large effort ($15M) using several contracted suppliers to build and implement the Texas Election Administration Management (TEAM) statewide voter registration and election management system for the State of Texas that is compliant with the Federal Help America Vote Act (HAVA) of 2002. The project involved a common database coordinated with driver's license and social security information at the state level to be used by all 254 counties in Texas, with related applications for election (ballot) management and local jury selection. The system was deployed Jan 2, 2007.

Daman, Inc.
Project Manager, Applied Micro Devices' Fab36 Data Warehouse   2003 – 2004
Planned, organized, led, and controlled a team of 26 professionals in development of a multi-terabyte data warehouse for AMD's 300mm semiconductor fab under construction in Dresden Germany.   Wrote all project plans, and built a schedule for phased implementation using Daman's Vital Warehouse methodology. Managed the project through 5 iterative software releases.

Motorola, Inc.
Project Office Controller and Sector Project Management Advisor   2001 – 2002
Project Manager   2000 – 2001
Software Quality Engineer   1997 – 2000
Directed Project Management operations in a geographically disperse environment (worldwide) while serving as a Sr. Project Manager and Program Management Master for the Semiconductor Products Sector (SPS) of Motorola in Austin, TX. Led a major cultural change project to implement Program Management Methodology in the wafer fab technical community. Designed and taught a certification curriculum of 20 hours of PM instruction in project management topics for 130+ 1st & 2nd level project leaders. Planned implementation of a major production software system conversion. Served as a mentor for internal quality assessments at Motorola. Performed CMM v1.1 compliance assessments. Consulted to help define, implement, and operate the Motorola quality system implementation project for ISO9001-2000.

EDUCATION & ACHIEVEMENTS

Master of Business Administration   **St. Edwards University and University of Dallas**
    Major: Telecommunications Management

Bachelor of Science   **University of Maryland**
    Major: Information Systems Management
    Minor: Computer Science

Publications and Presentations:
- Co-author of *Quality Software Project Management*, a 1677 page successful textbook on software engineering and project management published in 2002 by Prentice Hall. Favorable reviews from Amazon.com, ASQ, PMI, and IEEE Computer Society. Translated to Chinese and Russian
- Authored a 166 page *Introduction to Managing Projects* Study Guide and Workbook textbook in 2015.
- Participated in several conferences on Program and Project Management, and Software Engineering, as Moderator, Presenter, and/or paper contributor. Highlighted contributions:
    - Austin Software Process Improvement Network, Apr 2001, "Critical Chain Scheduling for Project Management"
    - Austin Software Process Improvement Network, Nov 2001, "Dispersed Project Teams: Here They Come!"
    - Project Management Workshop, University of Texas College of Engineering, Aug 2002, "The Art of Scheduling"
    - Austin Technology Council/PMI-Austin Joint Meeting, November 13, 2003, "Managing Unrealistic Deadlines"
    - American Institute of Chemical Engineers National Conference, Nov 2004, "Virtual IT Project Teams"
    - 23rd Texas Election Law Seminar, Aug 2005, "Introducing TEAM (Texas Election Administration Management)"
    - Project Management Seminar, University of Dallas, Dec 2007, "Why Do Projects Fail?"
    - Texas DIR Technology Today Series, Nov 2009 & Jun 2010, "Creating a Good Statement of Work (SOW)"
    - Texas DIR Technology Today Series, Jun 2010, "Software Requirements Management"
    - Lower Colorado River Authority Project Management Conference, Nov 2010, "Project Portfolio Management"
    - Texas DIR Technology Today Series, Nov 2010, "Stakeholder Management"
    - PMI Austin Chapter, Sep 2013, "Raising the Bar: How to Increase Your Org's Project Management Maturity"